DOCUMENT RESUME

ED 350 067 PS 020 455

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TITLE National Compensation & Benefits Survey.
INSTITUTION National Association of Hospital Affiliated Child Care Programs.
PUB DATE 91
NOTE 25p.
PUB TYPE Statistical Data (110)

EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS *Child Caregivers; *Day Care Centers; Early Childhood Education; Hospitals; National Surveys; Occupational Surveys; *Preschool Teachers; Regional Characteristics; Salary Wage Differentials; Statistical Surveys; *Teacher Employment Benefits; *Teacher Salaries

ABSTRACT

This national survey of 137 child care institutions, the majority of which are members of the National Association of Hospital Affiliated Child Care Programs, provides 39 tables, some of which are accompanied by brief descriptions, explanations, or analyses. The tables supply information on: (1) organization and accreditation; (2) the size of child care centers; (3) adjustments in labor budgets and market increase adjustments; (4) merit and incentive adjustments and bonus programs; (5) employee medical benefits, vacation, insurance, and pensions; (6) employee child care tuition discounts; and (7) salary analysis by position. The last category includes detailed information, by geographic region, on five common child care positions: assistant teacher, teacher, supervising teacher, business manager, and site director. It was found that, contrary to expectations, there was little relation between the size of child care centers and the salaries of their employees. Wages tended to be higher in the Northeast, Northwest, and Southwest coast than in the rest of the United States. (MDM)

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ED350067

NATIONAL COMPENSATION & BENEFITS SURVEY

Sponsored by: NAHACCP

1991

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PS 020455

James Nink
Survey Administrator

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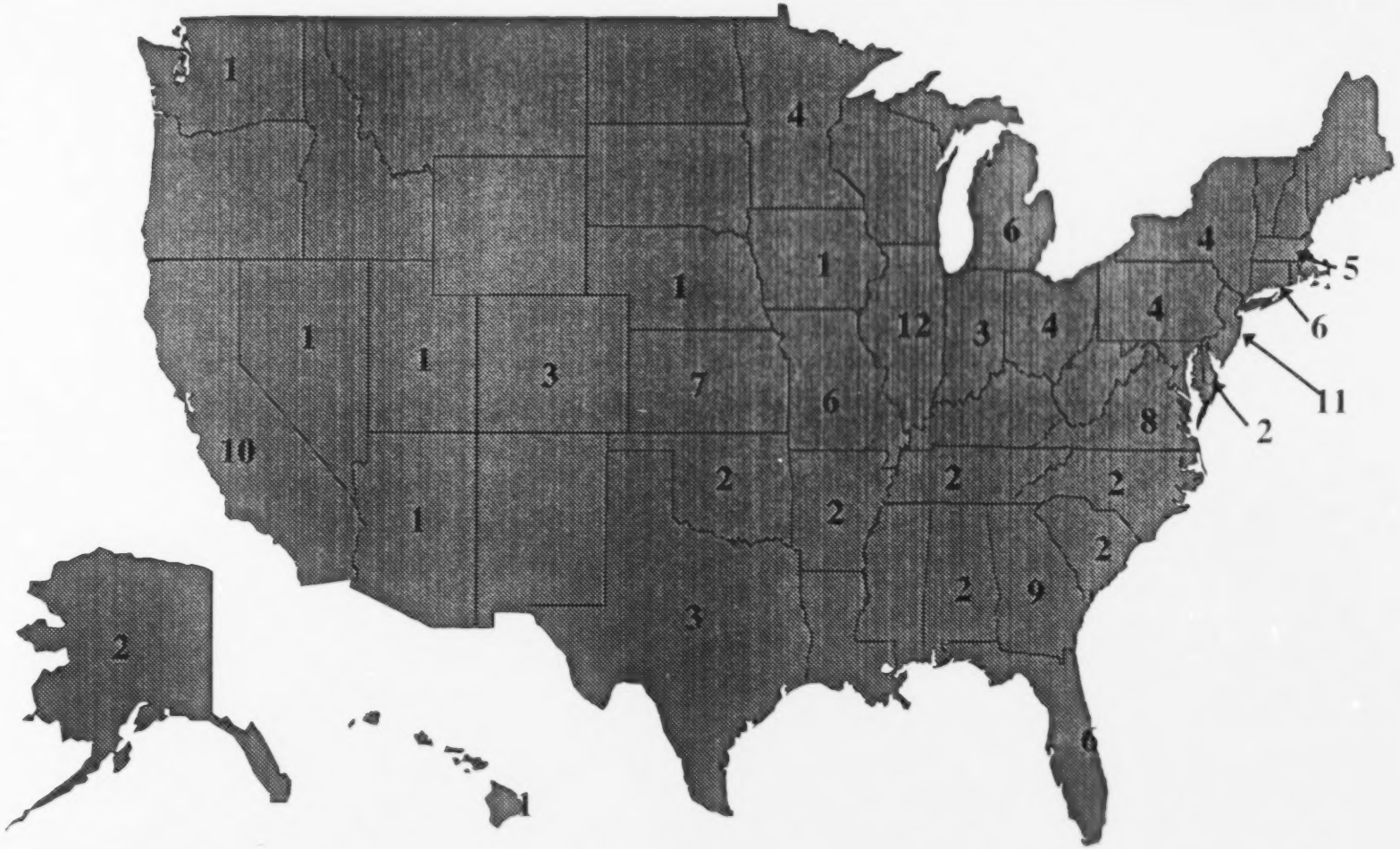
NAHACCP 1991 Survey Responses



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Cities Represented by Region

Region I:

Cambridge, MA
Charleston, MA
Manchester, CT
New Briton, CT
New Haven, CT
Newington, CT
Oak Bluffs, MA
Stamford, CT
Stoneham, MA

Region II:

Akron, OH
Albany, NY
Belleville, NJ
Camden, NJ
Cincinnati, OH
Dayton, OH
Dover, DE
Doyleston, PA
Elizabeth, NJ
Hackensack, NJ
Jersey City, NJ
Lakewood, NJ
Meadowbrook, PA
Neptune, NJ
New Castle, DE
North Tarrytown, NY
Passaic, NJ
Paterson, NJ
Pittsburgh, PA
Sellersville, PA
Teaneck, NJ
Warren, OH
West Haverstrawny, NY

Region III:

Alexandria, VA
Arlington, VA
Baltimore, MD
Cheverly, MD
Culpeper, VA
Lynchburg, VA
Magerstown, MD
Manassa, VA
Midlothian, VA
Richmond, VA
Winchester, VA

Region VI:

Huntsville, AL
Memphis, TN
Nashville, TN

Region V:

Albany, GA
Atlanta, GA
Augusta, GA
East Point, GA
Florence, SC
Hialeah, FL
Hollywood, FL
Jacksonville, FL
Marietta, GA
Miami, FL
Pinehurst, NC
Sarasota, FL
West Columbia, SC
Winston-Salem, NC

Region VI:

Dubuque, IA
Hot Springs, AR
Independence, MO
Kansas City, MO
Kansas City, KS
Lincoln, NE
Little Rock, AR
Muskogee, OK
Newton, KS
Shawnee Mission, KS
Springfield, MO
St. Louis, MO
Topeka, KS
Tulsa, OK
Wichita, KS

Region VII:

Aucson, AZ
Colorado Springs, CO
Dallas, TX
Engelwood, CO
Houston, TX
Lubbuck, TX
Provo, UT
Pueblo, CO

Region VIII:

Chelsea, MI
Chicago, IL
Crown Point, IN
Des Plaines, IL
Detroit, MI
Duluth, MN
Elk Grove Village, IL
Grand Rapids, MI
Kankakee, IL
Lake Forest, IL
Melrose Park, IL
Minneapolis, MN
Petoskey, MI
Pontiac, MI
South Bend, IN
Springfield, IL
St. Paul, MN
Terra Haute, IN
Wilmette, IL

Region IX:

Glendale, CA
Honolulu, HI
Huntington Beach, CA
Ingelwood, CA
Loma Linda, CA
Los Angelos, CA
Newport Beach, CA
Pasadena, CA
Reno, NV
San Francisco, CA
Santa Cruz, CA
Santa Monica, CA

Region X:

Anchorage, AK
Fairbanks, AK
Seattle, WA

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NATIONAL ANALYSIS - Data Explanation

Responses: Number of organizations that provided data for this variable.

Minimum: The formal minimum of the salary range for this position.

Midpoint: The formal midpoint of the salary range for this position.

Maximum: The formal maximum of the salary range for this position.

Percentile Rank:

10% The rate reported for this variable which is higher than 10% of all the responses.

25% The rate reported for this variable which is higher than 25% of all the responses.

50% The rate reported for this variable which is higher than 50% of all the responses.

75% The rate reported for this variable which is higher than 75% of all the responses.

90% The rate reported for this variable which is higher than 90% of all the responses.

Average: The true mean of all the reported rates for this variable.

Total number of organizations reporting data: The total number of organizations who supplied partial or all the data for this position. (* Note that many responses contained only a minimum, midpoint, average rate, or any combination of the requested data.)

Total number of employees sighted: The total number of employees provided by all the organizations combined which fit into this position description.

Total number of FTE's sighted: The total number of Full-Time-Equivalents provided by all the organizations combined which fit into this position description.

Average rating for job match: Using the 1 to 10 point scale provided in the survey, the average rating for the job descriptions' "closeness of fit". (* Note that "1" was not a very close match while "10" was a very close match.)

Lowest actual rate provided: The lowest base rate of pay provided for this position from all of the responses.

Highest actual rate provided: The highest base rate of pay provided for this position from all of the responses.

ORGANIZATIONAL DATA

I. Are you a NAHACCP member?

	Responses	%
Yes	123	89.9 %
No	8	5.8 %
No Answer	6	4.4 %

II. Major Type of Industry

	Responses	%
For Profit, National Chain	1	.73 %
Not-for-profit, Healthcare, National Chain	1	.73 %
Not-for-profit, Healthcare, Regional Chain	3	2.20 %
Not-for-profit, Healthcare, Local/Metro Chain	3	2.20 %
Not-for-profit, Healthcare, Single Site	123	89.8 %
Not-for-profit, Government-sponsored site	2	1.46 %
For-profit, Large International Corporation	1	.73 %
For-profit, Large National Corporation	2	1.46 %
For-profit, Regionally-based Corporation	1	.73 %
Total:	137	100 %

III. Operating Budget

	1990		1991	
Budget Size	Responses	%	Responses	%
< $ 299,999	38	27.7 %	36	26.3 %
$300,000 -999,999	83	60.6 %	87	63.5 %
$1,000,000 - 2,499,999	4	2.9 %	7	5.1 %
Over $2,500,000	1	.7 %	1	.7 %
No answer	11	8.0 %	6	4.4 %
Total:	137	100 %	137	100 %

IV. Accreditation

1. Is your center presently accredited by NAEYC?

	Responses	%
Yes	25	18.2 %
No	102	74.4 %
No answer	10	7.3 %
Total	137	100 %

2. If Yes, when did you become accredited?

Year	Responses	%
1986	4	16.0 %
1987	2	8.0 %
1988	4	16.0 %
1989	6	24.0 %
1990	5	20.0 %
1991	2	8.0 %
No answer	2	8.0 %
Total:	25	100 %

3. If No, have you begun proceedings for accreditation?

	Responses	%
Yes	44	41.9 %
No	61	58.1 %
Total:	105	100 %

4. If No, when will you begin the accreditation process?

	Responses	%
One year	27	44.3 %
Two years	18	29.5 %
Three + years	7	11.5 %
No answer	9	14.8 %
Total:	61	10

SIZE OF CHILD CARE CENTER

Number of Children:

	Enrolled Avg. Total	Enrolled Year Round	Child FTE's Avg. Total	Child FTE's Year Round
Responses	109	109	95.0	95.0
10 %	25	27	20.0	20.0
25 %	57	65	42.0	40.0
50 %	94	100	69.0	69.0
Average	124.3	140.6	80.4	83.8
75 %	150	169	100.0	108.0
90 %	210	280	155.0	155.0
High	565	680	274.0	401.5
Low	8	8	8.0	8.0

Number of Employees:

	# Employee's	# Emp. FTE's
Responses	125	123.0
10 %	13	9.32
25 %	16	14.0
50 %	24	18.0
Average	27.3	21.6
75 %	34	27.1
90 %	47	40.0
High	67	51.0
Low	5	5.8

ADJUSTMENTS IN LABOR BUDGET

The following section outlines responses to questions pertaining to adjustments in the formal salary structure, market adjustments (COLA's), and merit increase allocations.

SALARY STRUCTURE ADJUSTMENTS:

Adjustments to the organizations' formal salary structure usually happens every one or two years. It is important to distinguish an adjustment in formal salary structure from an increase in base wages that an incumbent might receive. When the salary structure is adjusted, it only means that the minimum and maximum of the pay range for a particular position has been redefined. The study of these types of adjustments help identify how fast a particular labor market is moving. If organizations decide that it is necessary to move the salary range up 10 or 15%, then they must anticipate that this change will be needed in order to attract and retain personnel.

The analysis shows that a fairly constant 5% salary structure adjustment was implemented in 1990, 1991, and again in 1992. The interesting part of this analysis shows that in 1990 and 1991, several organizations adjusted their salary ranges very significantly (40%, 45%, 58%, and 60%). This indicates that there were organizations who felt their ranges were considerably behind in the market, and that anticipated rapid movement in the future (or more probably, both of these scenarios). Because of these unusually high structure adjustments, the average adjustment tended to be skewed upward. It also appears that most organizations don't anticipate the need for a dramatic increase for 1992 as indicated by the more moderated extreme scores and averages.

Salary Structure Adjustments

	Responses	50 %	Average	High	Low
1990 Professional:	64	5.0 %	7.6 %	45.0 %	1.0 %
Teacher:	75	5.0 %	7.3 %	40.0 %	2.0 %
Administration:	62	5.0 %	7.4 %	38.0 %	0.0 %
1991 Professional:	65	5.0 %	6.5 %	60.0 %	0.0 %
Teacher:	78	4.0 %	4.9 %	25.0 %	0.0 %
Administration:	62	5.0 %	6.3 %	58.0 %	0.0 %
1992 Professional:	26	4.0 %	4.2 %	6.0 %	2.0 %
Teacher:	32	5.0 %	4.7 %	9.5 %	2.0 %
Administration:	28	5.0 %	5.1 %	15.0 %	2.0 %

MARKET INCREASE ADJUSTMENTS:

Market increases are actual base rate adjustments for employees which are not a function of a performance or incentive program. Many organizations tie market adjustment to salary structure adjustments to combat the probable compression of new hires to more highly tenured employees in a rapidly moving labor market. It appears that most organizations have given smaller market adjustments than salary structure adjustment as indicated by both the 50% and average responses. Also, the extremes, (15, 19, and 21%), are not as high as some of the prior salary structures adjustments. From this analysis, we can summarize that average adjustments to incumbents' base wages were running around 5.6% in 1990, 3.8% in 1991, and are expected to be around 2.6% in 1992. This shows a fairly dramatic decrease or slowing down of such entitlements as Market adjustments or Cost-of-living increases based not on performance but on perceived market movement.

Market Increase Adjustments

	Responses	50 %	Average	High	Low
1990 Professional:	35	4.0 %	5.8 %	21.0 %	0.0 %
Teacher:	39	5.0 %	5.4 %	19.0 %	0.0 %
Administration:	30	5.0 %	6.1 %	21.0 %	0.0 %
1991 Professional:	31	3.0 %	3.9 %	20.0 %	0.0 %
Teacher:	39	3.0 %	3.8 %	12.0 %	0.0 %
Administration:	27	4.0 %	3.7 %	15.0 %	0.0 %
1992 Professional:	16	2.8 %	2.5 %	5.5 %	0.0 %
Teacher:	18	3.0 %	2.6 %	5.0 %	0.0 %
Administration:	15	3.0 %	2.6 %	5.0 %	0.0 %

MERIT/INCENTIVE ADJUSTMENTS:

The last category of wage adjustment are those which are entirely based on either individual or group performance. These adjustment are budgeted to reward employees for meeting or exceeding expectations. Here, budgets don't seem to fluctuate as much as either the salary structure or market adjustments. There don't' seem to be the wild changes in merit plans as noted by the similarity between the 50th% and average responses. As can be seen in the table, organizations generally allocate roughly a 4 to 5 % of base salary increase due to individual or group performance measures.

Merit/Incentive Adjustments

	Responses	50 %	Average	High	Low
1990 Professional:	69	5.0 %	4.7 %	10.0 %	0.0 %
Teacher:	79	4.5 %	4.6 %	10.0 %	1.0 %
Administration:	69	5.0 %	5.0 %	12.0 %	2.0 %
1991 Professional:	72	5.0 %	5.0 %	19.0 %	0.0 %
Teacher:	86	4.5 %	4.9 %	31.0 %	1.0 %
Administration:	73	4.5 %	4.8 %	12.0 %	0.0 %
1992 Professional:	42	4.0 %	4.3 %	10.0 %	0.0 %
Teacher:	45	4.0 %	4.5 %	10.0 %	0.0 %
Administration:	40	4.0 %	4.6 %	10.0 %	2.5 %

FORMAL BONUS PROGRAMS:

Out of the 107 organizations which responded to this question, 27 had some element of a bonus program in place. Most of those who had a plan in place only had the top administration eligible to participate. It appeared that only three of the organizations with formal bonus programs seemed to have a plan in place in which managers and staff were eligible. This is most likely a function of the fact that the preponderance of responses came from healthcare-affiliated centers. The healthcare industry as a whole seems to be far behind most other industries in the design and implementation of formal bonus systems. There does appear to be a rather strong trend in recent years leaning toward further development of incentive plans for healthcare professionals, but as yet, this trend does not seem to have reached less clinical areas in the healthcare industry such as childcare.

Formal Bonus Programs

	Yes	No
Number of Responses	27	107
% of Responses	20.15 %	79.85 %

MEDICAL BENEFITS

1. When are employees eligible?

	Professional		Teacher		Administration	
	#	%	#	%	#	%
Immediately	40	34.5 %	39	30.7 %	47	38.5 %
30 Days	28	24.1 %	31	24.4 %	31	25.4 %
31 - 59 Days	5	4.3 %	6	4.7 %	6	4.9 %
60 - 89 Days	8	6.9 %	8	6.3 %	7	5.7 %
90 Days	32	27.6 %	39	30.7 %	27	22.1 %
Over 90 Days	3	2.6 %	4	3.1 %	4	3.3 %
Total Responses	116		127		122	

2. Do you have a Flexible Benefit Plan?

	Responses	%
Yes	62	46.3 %
No	73	53.7 %
Total Responses	134	

3. If you don't have a Flexible Benefit Plan, are you considering one in the near future?

	Responses	%
Yes	29	43.3 %
No	38	56.7 %
Total Responses	67	

PAID-TIME-OFF ACCRUALS

	Responses	50 %	Average	High	Low
** Professional:	80	20.0	19.6	36.0	5.0
Teacher:	82	20.0	18.5	36.0	5.0
Administration:	81	22.0	21.8	37.0	6.0
1990 Professional:	101	18.0	19.3	36.0	5.0
Teacher:	112	17.0	17.4	36.0	5.0
Administration:	109	20.0	21.1	37.0	5.0
1991 Professional:	101	19.0	19.8	36.0	5.0
Teacher:	112	17.0	17.6	36.0	5.0
Administration:	108	22.0	21.7	37.0	5.0

* All data is reported in Days-Per-Year.

GROUP LIFE INSURANCE

1. Is Group Life Insurance offered to your employees?

	Responses	%
Yes	103	88.8 %
No	13	11.2 %
Total Responses	116	

2. What is the maximum benefit?

	Responses	%
$ 1,000 - $ 5,999	8	7.8 %
$ 6,000 - $ 10,000	10	9.7 %
1 year annual salary	36	34.9 %
2 years annual salary	19	18.4 %
>2 years annual salary	13	18.4 %
Other	17	16.5 %
Total responses	103	

3. **How is the pension calculated?**

	Responses	%
Earnings	8	9.3 %
Service length	1	1.2 %
Earning and Service length	73	84.9 %
Other	4	4.7 %
Total responses	86	

4. **If you are able to contribute to a 401K or 403B-9 savings plan, what percentage of your contribution will the company match?**

Company match	Responses	%
0 - 3 %	10	29.4 %
4 - 7 %	14	41.2 %
8 - 10 %	0	0.0 %
Over 10 %	10	29.4 %
Total responses	34	

3. **How much of the premium does the company pay for Group Life Insurance?**

	Responses	%
1 - 49 %	7	7.2 %
50 - 74 %	4	4.1 %
75 - 99 %	2	2.1 %
100 %	75	77.3 %
Varies per employee	9	9.3 %
Total responses	97	

PENSIONS

1. **Does your organization have a formal pension plan?**

	Responses	%
Yes	102	76.7 %
No	31	23.3 %
Total Responses	133	

2. **What are the eligibility requirements for participation?**

	Responses	%
No eligibility requirement	13	12.7 %
Age	4	3.9 %
Service length	79	77.5 %
Other	6	5.9 %
Total responses	102	

CHILD CARE TUITION DISCOUNTS

1. **Do you offer reduced tuition for employees with children at the site?**

	Responses	%
Yes	67	52.3 %
No	61	47.7 %
Total Responses	126	

2. **If you do offer reduced tuition, how much of a discount is given for the <u>First child</u>?**

Number of responses: 63
Average: 33.4 % discount
Highest response: 100.0 %
Lowest response: 0.0 %
Most common response: 50.0 %

<u>Second child?</u>

Number of responses: 59
Average: 32.3 % discount
Highest response: 100.0 %
Lowest response: 0.0 %
Most common response: 50.0 %

<u>Third child?</u>

Number of responses: 49
Average response: 34.5 % discount
Highest response: 100.0 %
Lowest response: 0.0 %
Most common response: 50.0 %

3. **Do you allow an employee's own child in their classroom?**

	Responses	%
Yes	37	28.2 %
No	38	29.0 %
No, but it occasionally happens	56	42.7 %
Total Responses	131	

SALARY ANALYSIS

Five common child-care positions were surveyed: Assistant Teacher, Teacher, Supervising Teacher, Business Manager, and Site Director. The original job description is provided along with the requirements of each of these positions. Analysis of the formal salary range for each of these positions and the analysis of the actual wages paid for these positions may be found in this section. The National Analysis provides data for all responses while the Regional Analysis breaks down the responses into the ten NAHACCP regions. Note that averages are given for the Regional Analysis and not the percentile ranks that the National Analysis provides. This was done because of the relatively small sample sizes for some of the regions.

It is interesting to note the responses to the "closeness of fit" between the job descriptions provided and actual positions at the surveyed organizations. On a 1 to 10 scale with 1 being: "Does not match very well" and 10 being: "Very close match", responses of "7" or above would appear to be a fairly good match. The average ratings for this variable are as follows:

Assistant Teacher	7.97
Teacher	7.38
Supervising Teacher	6.93
Business Manager	4.84
Site Director	8.13

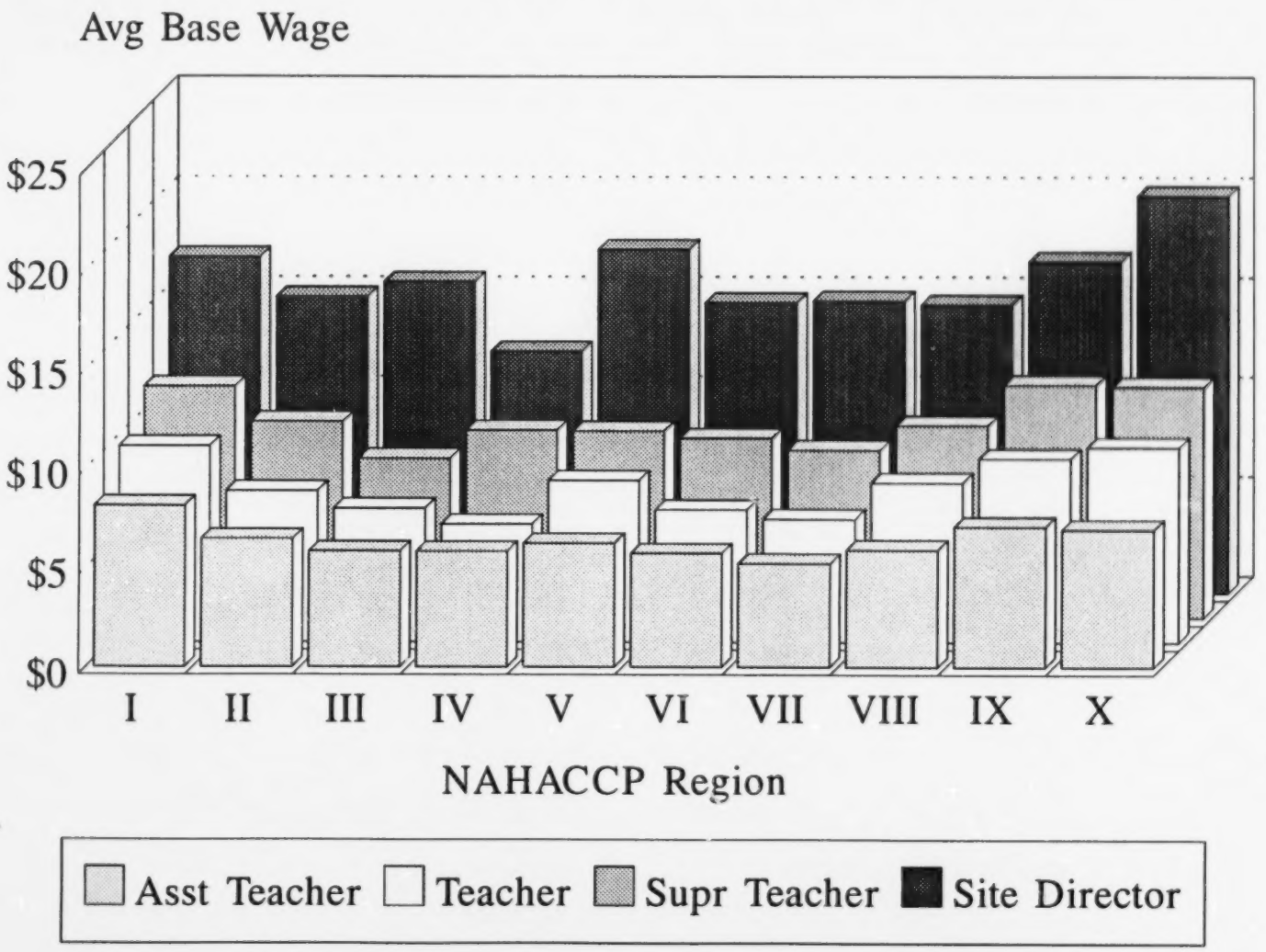
As you can see, most of the organizations felt their position matched the survey job descriptions fairly closely except for the position of Business Manager. With this in mind, be careful when generalizing the salary data reported for this position.

Finally, it was hypothesized that on the average, larger centers would consistently pay higher wages to their employees than smaller centers. To confirm or dismiss this hypothesis, a correlation between center size (average number of children at the site) and the average base wage of the employees at each site was computed. The results of the analysis did not find that these two variables were significantly related. Remember that a correlation of "0" would indicate no relationship while a correlation of "1" would indicate a perfect, one-to-one relationship between these variables. The results were as follows:

Assistant Teacher	0.1843
Teacher	0.0652
Supervising Teacher	0.0203
Business Manager	0.1030
Site Director	0.1723

Correlations of "0.5" or more would indicate a fairly strong relationship. As you can see, none of the correlations above even come close to being significant. This would seem to indicate that the size of the center has almost no effect of the wages of its staff. A much closer relationship can be found between average base wages and the ten NAHACCP regions of the country. On the following page you will find a graph showing the average base wages for each of the ten NAHACCP regions. Business Manager data was not used because of the low number of responses. As you can see from this graph, there is somewhat of a relationship between these two variables, but not a strong relationship. Generally, base wages appear to be higher in regions I, V, IX, and X than in the remaining regions. This corresponds with most compensation data showing that wages tend to be higher in the Northeast, Northwest, and Southwest Coast than the rest of the country.

Average Base Wage by Region



ASSISTANT TEACHER

Responsible for assisting the teacher in the assorted duties of running the classroom on a day-to-day basis. Long term planning or the preparation of lesson plans are usually not required of those in this position. Main duties center around the direct supervision of children, preparation and serving of meals and snacks, assisting in art projects...

Requirements: High school education with a minimum of one year of experience working with children.

National Analysis

Percentile Rank

Range	Responses	10th %	25th %	50th %	* Avg.	75th %	90th %
Minimum	123	4.35	4.96	5.38	5.60	6.30	7.27
Midpoint	118	5.18	5.53	6.50	6.61	7.42	8.59
Maximum	115	5.87	6.50	7.52	7.68	8.44	10.05
Avg. Wage	109	5.00	5.50	5.92	6.24	7.04	8.05

Total number of organizations reporting data: 124
Total number of employees sighted: 1151
Total number of FTE's sighted: 1028.8
Average rating for job match: 7.97
Lowest actual rate provided: $ 4.25/hr
Highest actual rate provided: $ 9.36/hr

Regional Analysis

			Salary Range			Base Rate		
NAHACCP Region	Responses	Emp	Min	Mid	Max	*Avg	Low	High
I.	7	34	7.24	8.35	9.41	8.09	7.16	9.00
II.	25	320	5.83	6.97	7.97	6.43	4.65	8.35
III.	11	158	5.28	6.32	7.44	5.81	4.32	9.36
IV.	3	37	*	*	*	*	*	*
V.	17	238	5.47	6.55	7.62	6.20	5.10	9.35
VI.	17	229	5.25	5.99	7.00	5.70	4.35	8.33
VII.	5	55	4.79	6.06	7.19	5.19	4.25	5.92
VIII.	25	253	5.32	6.17	7.18	5.88	4.65	7.75
IX.	11	93	6.36	7.29	8.41	7.04	6.25	8.78
X.	3	60	*	*	*	*	*	*

(All regional data is reported in averages)

TEACHER

Responsible for day-to-day administration of the classroom. Preparation of lesson plans and parent-teacher conferences are part of this positions' duties.

Requirements: Associates Degrees in Early Childhood Education and one year working with children. May require a CDA with two to three years experience.

National Analysis

Percentile Rank

Range	Responses	10th%	25th%	50th%	* Avg.	75th%	90th%
Minimum	127	5.14	5.68	6.84	6.92	8.00	8.83
Midpoint	125	6.10	6.66	8.05	8.22	9.22	10.87
Maximum	123	7.00	7.87	9.13	9.62	10.95	13.05
Avg. Wage	111	5.75	6.50	7.33	7.76	8.87	10.51

Total number of organizations reporting data: 128
Total number of employees sighted: 1118
Total number of FTE's sighted: 958.7
Average rating for job match: 7.38
Lowest actual rate provided: $ 4.50/hr
Highest actual rate provided: $ 15.24/hr

Regional Analysis

			Salary Range			Base Rate		
NAHACCP Region	Responses	Emp	Min	Mid	Max	Avg Rate	Low Rate	High Rate
I.	9	50	8.64	10.04	11.59	9.84	8.14	12.56
II.	24	165	7.15	8.26	9.41	7.58	5.30	10.75
III.	10	109	6.16	7.21	8.34	6.71	5.30	10.51
IV.	4	48	*	*	*	*	*	*
V.	17	163	7.03	8.61	10.28	8.11	6.22	10.90
VI.	18	148	5.96	7.19	8.55	6.64	4.80	9.73
VII.	7	75	5.50	6.91	8.37	6.17	4.50	7.85
VIII.	24	232	6.95	8.29	9.78	8.00	5.80	12.30
IX.	12	115	7.95	9.29	10.89	9.21	5.83	15.24
X.	3	13	*	*	*	*	*	*

(All regional data is reported in averages)

SUPERVISING TEACHER

This position directly supervises all staff in one or more classrooms. Both Teachers and Asst. Teachers report directly to this position. Roughly 50 % of the time is spent completing administrative duties while the other 50 % is spent teaching.

Requirements: Bachelors Degree in Early Childhood Education with a minimum of two years working with children as a Teacher.

National Analysis

Percentile Rank

Range	Responses	10th %	25th %	50th %	* Avg.	75th %	90th %
Minimum	100	6.43	7.40	8.35	8.70	9.48	12.25
Midpoint	94	7.53	8.50	9.55	10.36	11.36	14.87
Maximum	96	9.00	10.00	10.90	11.81	13.73	17.26
Avg. Wage	93	7.01	8.25	9.02	9.78	10.63	13.83

Total number of organizations reporting data:	100
Total number of employees sighted:	309
Total number of FTE's sighted:	283.5
Average rating for job match:	6.93
Lowest actual rate provided:	$ 5.20/hr
Highest actual rate provided:	$ 20.00/hr

Regional Analysis

			Salary Range			Base Rate		
NAHACCP Region	Responses	Emp	Min	Mid	Max	Avg Wage	Low Rate	High Rate
I.	6	12	10.26	11.94	13.92	11.59	9.50	13.73
II.	20	52	8.59	10.01	11.63	9.82	7.50	13.90
III.	6	17	7.48	8.80	10.31	7.97	6.00	10.58
IV.	3	4	*	*	*	*	*	*
V.	13	25	8.55	10.42	12.16	9.34	7.01	11.57
VI.	13	47	7.85	9.37	11.23	8.98	5.20	17.31
VII.	5	25	7.26	9.56	11.52	8.39	5.50	10.72
VIII.	19	65	8.43	10.06	11.58	9.63	7.33	15.50
IX.	12	59	10.54	12.39	13.97	11.67	6.94	20.00
X.	3	3	*	*	*	*	*	*

(All regional data is reported in averages.)

BUSINESS MANAGER

Coordinates majority of business functions at the site such as accounts receivable, accounts payable, payroll, and quarterly budget preparation. Reporting to the Site Director, this position has no teaching responsibilities but may supervise clerical staff

Requirements: Bachelors Degree in Accounting or Business Administration with one year of experience.

National Analysis

Percentile Rank

Range	Responses	10th %	25th %	50th %	Avg.	75th %	90th %
Minimum	38	6.00	7.04	8.41	8.64	10.00	12.00
Midpoint	37	7.25	8.63	10.60	10.68	12.80	14.00
Maximum	36	8.15	9.62	11.51	12.21	14.49	16.55
Avg. Wage	39	6.75	8.11	9.65	10.23	11.68	14.00

Total number of organizations reporting data: 43
Total number of employees sighted: 50
Total number of FTE's sighted: 45
Average rating for job match: 4.84
Lowest actual rate provided: $ 5.17/hr
Highest actual rate provided: $ 18.35/hr

Regional Analysis

			Salary Range			Base Rate		
NAHACCP Region	Responses	Emp	Min	Mid	Max	Avg Rate	Low Rate	High Rate
I.	*	*	*	*	*	*	*	*
II.	5	7	7.64	8.98	10.05	8.58	5.99	9.73
III.	3	4	*	*	*	*	*	*
IV.	*	*	*	*	*	*	*	*
V.	5	5	9.95	12.94	15.27	11.47	7.75	18.00
VI.	7	7	8.29	10.49	12.68	10.06	5.17	18.35
VII.	3	5	*	*	*	*	*	*
VIII.	11	12	8.23	9.91	11.05	9.49	6.06	14.42
IX.	4	5	*	*	*	*	*	*
X.	*	*	*	*	*	*	*	*

(All regional data is reported in averages)

SITE DIRECTOR

This position directs all the operations at a single site and is the top administrative position at the site. Payroll, financial planning, and legal recordkeeping are just of few of the area that this position is held accountable. The Site Director is relatively autonomous to make policies which effect all of the operations of the site and institutes the mechanics to achieve the goals of the organization.

Requirements: Bachelors Degree (Masters preferred) in Education and a minimum of five years in a supervisory position.

National Analysis

Percentile Rank

Range	Responses	10th%	25th%	50th%	* Avg.	75th%	90th%
Minimum	98	9.37	11.00	13.00	12.83	14.42	16.10
Midpoint	93	11.50	13.63	15.50	15.69	17.77	20.07
Maximum	91	13.98	16.10	18.40	18.68	20.72	24.65
Avg. Wage	111	11.60	13.00	15.10	15.40	17.50	20.31

Total number of organizations reporting data:	124
Total number of employees sighted:	139
Total number of FTE's sighted:	135.6
Average rating for job match:	8.13
Lowest actual rate provided:	$ 7.61/hr
Highest actual rate provided:	$ 25.00/hr

Regional Analysis

			Salary Range			Base rate		
NAHACCP Region	Responses	Emp	Min	Mid	Max	Avg Rate	Low Rate	High Rate
I.	8	10	13.93	16.88	20.41	16.87	14.42	21.88
II.	25	27	12.34	15.46	17.81	14.87	10.00	21.80
III.	10	13	13.33	15.76	19.73	15.63	12.01	21.87
IV.	4	4	*	*	*	*	*	*
V.	17	18	13.23	16.05	19.81	17.25	13.50	20.58
VI.	17	18	11.35	14.51	18.32	14.58	7.61	25.00
VII.	6	8	11.34	15.26	18.36	14.67	7.93	22.14
VIII.	23	24	12.99	15.87	18.21	14.47	8.20	22.00
IX.	11	4	13.57	15.63	18.29	16.64	11.60	20.67
X.	3	3	*	*	*	*	*	*

(All regional data is reported in averages)